

*University of Missouri-St. Louis*  
*Academic Program Prioritization Action Items*

*May 7, 2018*

The University of Missouri–St. Louis launched a review of its academic programs last fall as part of a University of Missouri System four-campus initiative designed to ascertain programmatic areas of growth, strength and excellence to help guide, among other things, future distribution of resources.

As a part of this process, a Program Prioritization Committee was charged with identifying programs for investment, alteration or inactivation. The committee provided Provost Kristin Sobolik with its recommendations March 22. The committee’s recommendations were shared and discussed with the University Assembly Budget and Planning Committee as well as with employees and students during separate open forums.

Various discussions with internal and external constituents – primarily associated with units most affected by the committee’s recommendations – were held throughout April. During this period, data from AY17-18 and the Missouri Department of Higher Education (MDHE) programmatic analysis were added to the review process. The discussions and new data were essential in arriving at action items that best support the quest to transform UMSL into a model institution serving metropolitan populations, communities and businesses.

Many of the action items contained in this report support the committee’s recommendations or were actions already underway within the units themselves. There are also action items that were determined by campus administration and academic units after the committee submitted its recommendations – based on new data and further discussions.

It is vital to note that the action items contained in this report were discussed and endorsed by the campus leadership – including the Chancellor, Provost, CFO and Deans. It also is important to state that this report and the review process upon which it is based will be an annual, ongoing function.

Going forward, UMSL will review and invest in programs that best demonstrate growth in student enrollment or research or both. This laser-like focus best serves our students and community as we strive for excellence and positive outcomes.

## UMSL Academic Program Prioritization

### Summary of Action Items

- CR – Committee Recommendation
- UA – Unit Action
- AD – Administrative Decision

### Inactivate

- BA in Theatre Arts [CR]
- MS in Gerontology [UA/AD]
- Graduate Certificate in Gerontology [UA/AD]
- Masters in Music Education [AD]
- MA in Industrial/Organizational Psychology [UA]
- PHD in Industrial/Organizational Psychology [UA]
- Masters of Science in Nursing [UA]

### Sustain Programming

- BA in Anthropology [AD]
- MA in Communication [AD]
- PHD in Political Science [AD]

### Admissions Hold

- PHD in Business Administration Supply Chain and Analytics [UA]
- Part-time BS in Nursing [UA]

### Unit Consolidations

- Department of Sociology, Gerontology and Gender Studies and the Department of Military and Veteran Studies [CR]
- Political Science Department and Masters in Public Policy Administration Program [CR]

### Academic Program Investments

- Social Work – School of Social Work [AD]
- Cybersecurity – Interdisciplinary: Information Systems & Mathematics and Computer Science Departments [CR]
- Computing Technology – Mathematics and Computer Science Department [CR]
- Behavioral Neuroscience – Department of Psychological Sciences [AD]
- Clinical Psychology – Department of Psychological Sciences [AD]
- Graphic Design – Department of Art & Design [AD]

### Inclusive Excellence Investments

- Development of Social Justice interdisciplinary program – Theatre faculty will help lead campus-wide effort, with faculty moving to the departments of Communication & Media and Art & Design [AD]

- Development of a multicultural center (programming and physical location) as indicated in the strategic plan [AD]
- Strategic hire in the area of African/African American Studies (support program and multicultural center) [CR]

**Curricular Alignment Process [CAP]**

- CAP seeks to trim and adjust UMSL’s curriculum to fit current student needs while also aligning with assessment and learning outcomes, Higher Learning Commission accreditation guidelines and budget realities. The ultimate goal is to streamline degree pathways to provide students with a clear pathway to graduation with the least debt possible. [AD]

**Academic Program Prioritization  
Action Items and Committee Recommendations**

<i>Department</i>	<i>Committee Recommendation</i>	<i>Action Items</i>	<i>Comments</i>
<b>College of Arts and Sciences</b> <i>*Incoming Dean Andrew Kersten has been involved in discussions and will oversee Action Items.</i>			
<b>Anthropology</b>	<i>Inactivate BA Consolidate/Combine</i>	<ul style="list-style-type: none"> <li>• Retain BA</li> <li>• Do not consolidate</li> <li>• Streamline curriculum</li> <li>• Enrollment Growth Expected</li> </ul>	<ul style="list-style-type: none"> <li>• Fair number of majors (56) for the number of faculty (5)</li> <li>• Positive margin data</li> <li>• Research orientation for faculty and students</li> <li>• Unit had previously been combined with Sociology and Languages</li> </ul>
<b>Art and Design</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Strategic Investment with enrollment growth</li> <li>• Streamline curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Develop graphic design area</li> </ul>
<b>Biology</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Research growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing UG/G majors</li> <li>• Improve research and research expenditures</li> </ul>
<b>Biochem/Biotech</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Successful joint chemistry and biology program with negligible additional costs</li> </ul>
<b>Chemistry and Biochemistry</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit and retain students</li> <li>• Low number of UG/G majors (126)</li> </ul>

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			<ul style="list-style-type: none"> <li>compared to faculty (18)</li> <li>Strong research expenditure and publication record</li> <li>Decreasing MS and PhD production</li> <li>Largest negative margin costs</li> </ul>
<b>Communication and Media Studies</b>	<i>Inactivate (MA) Further review (BA)</i>	<ul style="list-style-type: none"> <li>Retain MA</li> <li>Enrollment growth expected</li> <li>Streamline curriculum</li> <li>Develop 3+2 pathway</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain students</li> <li>Move media lab from Grand Center to campus</li> </ul>
<b>Criminology and Criminal Justice</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain students</li> <li>Precipitous decline in UG majors</li> <li>Highly ranked Grad program</li> <li>Strong research and research expenditures</li> </ul>
<b>Economics</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Lower number of UG/G students (78) compared to faculty (11)</li> <li>New program in actuarial science</li> <li>Negative margin data</li> </ul>
<b>English</b>	<i>Strategic investment Hire in African American Literature</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> <li>See Inclusive Excellence Strategic Investments</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain students</li> <li>Declining UG/G majors</li> <li>Strong MFA program reputation</li> </ul>
<b>History</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Good retention of students; steady number of majors</li> <li>High margin cost given discipline and number of students</li> </ul>
<b>Language and Cultural Studies</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain students</li> <li>Positive margin data</li> </ul>
<b>Math and Computer Science</b>	<i>Further review (Math) Strategic Investment (Computer Science)</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected (Math)</li> <li>Research growth expected</li> <li>Strategic Investment (Computer Science) if Cybersecurity and Computer Technology programs are implemented and grow</li> </ul>	<ul style="list-style-type: none"> <li>Positive growth in majors and programs</li> <li>Positive margin data</li> <li>Increase retention in beginning sequence math courses</li> <li>Increase research and grant funding</li> </ul>
<b>Military and Veterans Studies</b>	<i>Combine/Consolidate</i>	<ul style="list-style-type: none"> <li>Combine/consolidate with Sociology, Gerontology, and Gender Studies</li> <li>Facilitator will work with units on consolidation and new directions</li> </ul>	<ul style="list-style-type: none"> <li>Combine/Consolidate recommended in 5-year program review</li> <li>Good start with minor</li> <li>Provides excellent support and visibility</li> <li>Keep the Veterans Center linked to</li> </ul>

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			new unit
<b>Music</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>Inactivate the Masters in Music Education</li> <li>The 6 remaining MME students will obtain their degree</li> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>World class musicians</li> <li>Precipitous decrease in Masters in Music Education majors (over 50%)</li> <li>Work with COE on options for teaching certification, similar to Art, Biology, History</li> <li>MDHE has flagged the UG Music Ed program for low ave grad rates (5)</li> <li>Recruit and retain students</li> </ul>
<b>Philosophy</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> <li>Streamline curriculum</li> <li>Develop 3+2 pathways</li> </ul>	<ul style="list-style-type: none"> <li>Nationally ranked, research active</li> <li>Positive margin revenue data</li> <li>Small number of UG and G majors</li> <li>Recruit and retain students</li> <li>MDHE has flagged the UG program for low ave grad rates (9.7)</li> <li>Maintain and expand interdisciplinary collaborations</li> </ul>
<b>Physics</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>Enrollment growth expected</li> <li>Research growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain students</li> <li>MDHE has flagged BA for low ave grad rates (7.7)</li> <li>MDHE has flagged PhD for low ave grad rates (2.0)</li> <li>Improve research and research expenditures</li> </ul>
<b>Political Science</b>	<i>Combine/consolidate</i>  <i>Inactivate PhD</i>	<ul style="list-style-type: none"> <li>Combine/consolidate with the MPPA program</li> <li>Facilitator will work with units on consolidation and new directions</li> <li>Retain PhD program</li> <li>Reduce costs of PhD program</li> <li>Streamline curriculum</li> <li>Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>Combine/consolidate recommended in 5-year program review</li> <li>Recruit and retain students</li> <li>Precipitous decline in UG majors</li> <li>MDHE has flagged BS in Public Policy Admin for low ave grad rates (7.0)</li> <li>High margin costs given discipline</li> <li>New program in International Relations</li> </ul>
<b>Psychological Sciences</b>	<i>Further Review</i>	<ul style="list-style-type: none"> <li>Inactivate Industrial/Organizational (I/O) Psych MA and PhD programs</li> <li>Current MA and PhD students (27) will obtain their degree</li> <li>Strategic Investment in Behavioral Neuroscience and Clinical Psychology graduate programs</li> </ul>	<ul style="list-style-type: none"> <li>Precipitous drop in IO Psych faculty to one faculty</li> <li>Process to graduate current MA and PhD IO Psych students discussed and implemented in early March with collaboration from Psych and COBA colleagues</li> <li>The largest number of undergraduate majors, although decreasing</li> <li>Explore joint appointments</li> </ul>

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		<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Research growth expected</li> </ul>	
<b>Sociology, Gerontology, Gender Studies</b>	<i>Combine/Consolidate</i>	<ul style="list-style-type: none"> <li>• Combine/consolidate with Military &amp; Veteran Studies</li> <li>• Facilitator will work with units on consolidation and new directions</li> <li>• Inactivate MS in Gerontology</li> <li>• The 6 remaining MS in Gerontology students will complete their degree</li> <li>• Inactivate the Grad Certificate in Gerontology</li> </ul>	<ul style="list-style-type: none"> <li>• Precipitous drop (over 50%) in Gerontology students</li> <li>• There will be only 0.5 FTE Gerontology faculty in fall '18</li> <li>• Consider Sociology major with emphasis areas</li> </ul>
<b>Theatre and Cinema Arts</b>	<i>Inactivate</i>	<ul style="list-style-type: none"> <li>• Inactivate BA degree</li> <li>• The 7 remaining students will complete their degree</li> <li>• Integrate faculty into Communication &amp; Media Studies; Art &amp; Design</li> <li>• Retain social justice focus; develop Social Justice Program, collaborate with faculty across campus</li> </ul>	<ul style="list-style-type: none"> <li>• Small and decreasing number of majors</li> <li>• Small and decreasing number of SCH</li> <li>• Negative margin data</li> <li>• Excellent social justice focus and outreach</li> </ul>
<b>College of Business Administration</b>			
<b>Accounting</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Positive margin data</li> <li>• Instruction is a particular strength</li> <li>• Excellent CPA pass rates</li> </ul>
<b>Finance and Legal Studies</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• UG majors steady; Grad majors increasing</li> <li>• Positive margin data</li> <li>• Productive researchers</li> </ul>
<b>Global Leadership and Management</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing UG/G majors</li> <li>• Recruit and retain students</li> <li>• Positive margin data</li> <li>• Research productive unit</li> <li>• New entrepreneurship program in development</li> </ul>
<b>Information Systems</b>	<i>Fine as is Strategic Investment</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Strategic Investment if Cybersecurity program is</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing UG/G majors</li> <li>• Positive margin data</li> </ul>

implemented and grows			
<b>International Business</b>	<i>Undergraduate program—Fine as is Graduate program— Strategic investment</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Nationally ranked program</li> <li>• Majors are decreasing</li> <li>• Negative margin data</li> </ul>
<b>Marketing</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing majors and SCH</li> <li>• Positive margin data</li> <li>• Research productive unit</li> </ul>
<b>Supply Chain and Analytics</b>	<i>Further review</i>	<ul style="list-style-type: none"> <li>• Continue current 2-year hold on admissions to PhD program – Further Review</li> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• PhD progression is slow and enrollments are down; assess future directions</li> <li>• UG majors increasing</li> <li>• Positive margin data</li> </ul>
<b>College of Education</b>			
<b>Education</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Research growth expected</li> <li>• Continue assessment of organization infrastructure</li> <li>• Continue programmatic innovation</li> <li>• Review role of endowed professors; they should anchor programs at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing UG/G majors</li> <li>• Decreasing SCH</li> <li>• Positive margin data</li> <li>• Recent and continued program and infrastructural modifications and reorganizations</li> <li>• Interwoven programs</li> <li>• Good accreditation results</li> <li>• Excellent Teach in 12 Program</li> </ul>
<b>College of Nursing</b>			
<b>Nursing</b>	<i>Strategic investment</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Inactivate MSN as move to DNP; stopped admitting to MSN 2 years ago</li> <li>• Place a hold on admissions in part-time BSN program; low enrollments; low NCLEX scores</li> <li>• SIM lab remains #1 funding priority</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing UG majors</li> <li>• Negative margin data trending toward positive</li> <li>• Improve research and research expenditures</li> </ul>
<b>College of Optometry</b>			
<b>Optometry</b>	<i>Fine as is (currently, but concerning moving forward)</i>	<ul style="list-style-type: none"> <li>• Develop a strategic plan to address competition</li> <li>• Focus on teaching and</li> </ul>	<ul style="list-style-type: none"> <li>• Stable majors and credit hours</li> <li>• Only optometry college in Missouri</li> <li>• Increased competition nationally</li> </ul>

clinical education/research			
<b>School of Social Work</b>			
<b>Social Work</b>	<i>Fine as is</i>	<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> <li>• Strategic Investment to grow enrollment and maintain accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• UG majors and SCH growing</li> <li>• Grad majors stable</li> <li>• Positive margin data</li> </ul>
<b>Masters in Public Policy Program</b>			
<b>MPPA</b>	<i>Combine/Consolidate</i>	<ul style="list-style-type: none"> <li>• Combine/consolidate with the Department of Political Science</li> <li>• Facilitator will work with units on consolidation and new directions</li> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing majors and SCH</li> <li>• Recruit and Retain majors</li> <li>• Negative margin data</li> </ul>
<b>UMSL/Washington University Joint Engineering Undergraduate Program</b>			
<b>Engineering</b>		<ul style="list-style-type: none"> <li>• Enrollment growth expected</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent collaborative program</li> <li>• Decreasing majors</li> <li>• Develop plan for strategic recruitment and marketing</li> </ul>
<b>Inclusive Excellence Strategic Investments</b>			
<b>Social Justice interdisciplinary program</b>		<ul style="list-style-type: none"> <li>• Felia Davenport, former Theatre Department Chair, will help lead campus-wide effort</li> </ul>	<ul style="list-style-type: none"> <li>• A number of faculty across campus focus on social justice issues in their teaching, research, and engagement activities</li> </ul>
<b>Develop multicultural center</b>		<ul style="list-style-type: none"> <li>• <i>Bring together interested faculty, staff, and students to discuss development and focus</i></li> </ul>	<ul style="list-style-type: none"> <li>• Support and coalesce programming, to include space</li> </ul>
<b>African and African American Studies</b>		<ul style="list-style-type: none"> <li>• <i>Strategic hire: bring together faculty to discuss disciplinary area</i></li> </ul>	<ul style="list-style-type: none"> <li>• Could support multicultural center</li> </ul>